

TO : Director of Central Intelligence

THROUGH: Chairman, CIA Career Service Board

SUBJECT: Selective Rotation Program

1. PROBLEM: To establish a program for the selection and systematic rotation of a predetermined number of highly qualified Agency employees.
2. ASSUMPTIONS:
  - a. CIA will have a continuing requirement for a reservoir of carefully-selected, highly-qualified, and well-trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
  - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency, and to assure the existence of such a reservoir, a systematic program for internally developing selected Agency personnel must be instituted.
  - c. Individuals should be considered for this program only on the basis of demonstrated ability and potential for intelligence work from among Agency on-duty personnel, and no individual should be recruited into the Agency for the specific purpose of entering the program.
  - d. Individuals accepted for the program should be within the younger age range, in order to allow time for full development at a sufficiently early age.
  - e. Participation in the program should represent no assurance to the individual of eventual advancement, or assignment to any particular position. Future assignments for individuals who have participated in the program should depend on the requirements and circumstances existing at the time.
  - f. One of the basic techniques to facilitate the proper development of the type of individual desired is systematic rotation among the various Agency components, and since an individual rotational assignment would be of rather extended duration, such assignments must be for productive as well as career development purposes.

- g. The only way to assure the success of such a program as this is to fix definite responsibility and to grant the responsible office sufficient authority for its implementation.

### 3. FACTS:

- a. At the twentieth meeting of the CIA Career Service Board, on 4 February 1954, the desirability of such a program was discussed and agreed upon.
- b. The present Career Development Slot system is designed primarily for individual career development purposes, dependant upon the needs of individual offices, and does not serve the objectives of an Agency-wide Selective Rotation Program.
- c. The present Junior Officer Training Program is a comparatively short-range training program designed to attract and infuse into the Agency well-rounded individuals having outstanding educational backgrounds, and, likewise, does not accomplish the objectives of a Selective Rotation Program.

### 4. DISCUSSION:

- a. There is little question that if CIA is to have available for assignment to its top-level positions, individuals who are well qualified and well rounded in the highly specialized fields of intelligence and clandestine activities, the Agency must take steps now to develop such individuals. Although other agencies can recruit top-level talent from outside, this ordinarily is not the case with CIA because of the unique nature of the Agency's functions. The problem of securing top-level talent is one that is always with us and, therefore, it is only prudent that the matter be considered in long-range terms and that the availability of expert, top-level general intelligence officers in from ten to twenty years not be left to chance.
- b. There are continuously available in the ranks of CIA a considerable number of younger men and women with excellent educational backgrounds and promising work records, who show tremendous aptitude for the intelligence business. It is possible to select from this group a number of the best for a concentrated career development effort. Another advantage in recruiting from this group is that the Agency has already had an opportunity to observe these individuals in action, and to determine their aptitude for intelligence work. Once the need for a program such as this is agreed upon, there remains only the matter of selecting the desired individuals from this group and proceeding with the implementation of the program.
- c. Rotation as a means for career development is not a new idea. This device has been and is being employed throughout the Agency as a

means for developing skills and abilities which can best be acquired in this fashion. However, most of the rotation now current in the Agency is aimed at individual career development and depends on the requirements and needs of individual offices. The Selective Rotation Program discussed here is intended to serve an Agency need as distinguished from the needs of individual Agency offices, and the specific policies and procedures proposed herein are designed accordingly. For instance, since the program would be set up to cope with an Agency problem, it is proposed that a special Table of Organization be established to accommodate all individuals while participating in the program. The program contemplates that a participant undergo a period of rotation which would cover a period of no more than five years, depending on the length and diversity of the person's prior Agency service. Therefore, it is believed that the T/O of the office originally employing the individual should not be incumbered with that individual while he is undergoing rotation. To carry the individual on the office T/O would not only represent an unwarranted burden on the office, but would inevitably serve as a deterrent in getting individual offices to cooperate with the program.

- d. Any program of this type must recognize during the initial stages that there are already in the Agency individuals whose careers, whether accidentally or by design, have tended in the general direction contemplated by the program. Certain of these individuals may at the moment exceed the maximum age and grade requirements considered proper for an established program. In order for the Agency to take full advantage of the availability of such individuals, and also to avoid a possible morale problem in this group, it is believed that following the installation of the program there should be a temporary period during which such individuals may submit their applications and be considered. A period of approximately one year appears to be adequate for this purpose.
- e. Acceptance into the program should represent no assurance to the individual that he will be continued in the program. Obviously, an individual should be expected to continue high level performance or be eliminated. The Agency can be assured of such performance through the application of a modified personnel evaluation report procedure to individuals participating in the program. Offices to which participants are assigned would complete such reports and submit them to the Assistant Director for Personnel for review. Participants would also be interviewed by a representative or by representatives of the Office of Personnel on a periodic basis, probably after the submission of the periodic evaluation report by the office of assignment. Corrective action would be initiated at any time the need for such became apparent.
- f. Individuals who satisfactorily complete the program would not be lost sight of by the Agency. The names of such individuals would

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be entered in the Junior Executive Inventory, which would be available to top management when they are considering individuals for key assignments.

- g. It should be emphasized that the success of a program such as that discussed herein depends as much on the manner in which it is administered as on the blueprint or plan upon which it is based. While the mechanics or procedures underlying such a program are important, any problems related thereto can readily be resolved, provided the office charged with the administration of the program has been given sufficient authority, plus the necessary staff. In this connection, it is believed that the staffing requirements of the Office of Personnel would have to be increased only slightly to assume responsibility for the program. A minimum estimate would be three positions, two administrative and one clerical.

#### 5. CONCLUSIONS:

- a. A "Selective Rotation Program" would serve to meet the long-range Agency requirements for well-qualified, well-rounded individuals.
- b. The means for implementing such a program are readily available within the Agency once a decision is made to proceed. The total cost of such a program would be minimal compared with its importance to the Agency. Funds would be required for approximately 120 positions, plus funds for an estimated three additional positions for the Office of Personnel to cover administration of the program.
- c. A group representing no more than 1 per cent of Agency strength at any one time would be adequate for such a program. An increase of 120 in the Agency personnel ceiling would be required to accommodate this group.
- d. Responsibility for activating and administering this program should be assigned to the Assistant Director for Personnel, whose office would require only minor supplementation for this purpose.

#### 6. RECOMMENDATIONS:

It is recommended that:

- a. The proposed "Selective Rotation Program" attached hereto as Tab A be approved.
- b. The Assistant Director for Personnel be authorized and instructed to proceed with the activation and administration of the program.
- c. The Agency personnel ceiling be increased by 120 to accommodate the program.

HARRISON G. REYNOLDS  
Assistant Director for Personnel

TAB

Enclosure:

Tab A

CONCURRENCE:

Chairman, CIA Career Service Board

Date:

ACTION BY APPROVING AUTHORITY:

APPROVED:

Director of Central Intelligence

Date:

PLAN

FOR

CIA SELECTIVE ROTATION PROGRAM

1. Purpose

The CIA Selective Rotation Program is designed to identify and provide for the systematic indoctrination and development through planned rotation of a highly select group of Agency employees who have the capacity and potential to profit from such development, to the end that there shall be continuously available a reservoir of individuals both extensively and intensively acquainted with Agency activities who will be available for assignment to more responsible positions in accordance with Agency requirements.

2. Scope

a. The program is available to a highly select group of men and women having staff employee or staff agent status, and entrance into the program is ordinarily limited to persons at the junior professional levels. The total number of persons in the program at any one time will not ordinarily exceed one percent of total Agency strength. Although fixed quotas will not be assigned to individual offices, they will be expected to nominate individuals for participation in the program in proportion to their share of total Agency strength.

b. Individuals selected for the program shall be reassigned to a special Table of Organization which shall be managed by the Assistant Director for Personnel.

3. Eligibility Criteria

a. To be considered for entrance into the program an individual must:

- (1) Have staff employee or staff agent status.
- (2) Be between the ages of 25 or 35, inclusive.
- (3) Occupy a position at grade GS-5 through GS-11, inclusive.
- (4) Have at least one year of prior CIA service other than in a training status, and have successfully completed the trial period.

(5) Have completed an intensive training course in basic intelligence, such as the BIC.

(6) Possess at least a Bachelor's degree, or its equivalent, from an accredited college or university.

(7) Agree to serve the Agency wherever assigned.



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b. For a period of one year following the date of activation of the program, waivers may be granted in connection with the formal age and grade requirements set forth in Paragraph a above to individuals possessing other desired qualifications.

#### 4. Responsibility

Responsibility for implementing and operating the Selective Rotation Program is assigned to the Assistant Director for Personnel.

#### 5. Selection Procedure

a. Any staff agent or staff employee meeting the basic eligibility criteria set forth in Paragraph 3 may submit an application for admission into the Selective Rotation Program. Applications shall be submitted on a prescribed form and forwarded through channels to the Assistant Director for Personnel. Applications must include the recommendation of the office in which the individual is employed and shall be forwarded to the Office of Personnel, regardless of whether the recommendation of the employing office is affirmative or negative. Each application shall also include a rotation plan proposed by the individual and commented upon by the office of assignment.

b. Applications received by the Assistant Director for Personnel will be referred to the Rotation Selection Board for review and recommendation. This Board is appointed by the Director of Central Intelligence and composed of one representative of each major component (DD/I, DD/P, DD/A, AD/C, DTR and AD/P) with the Assistant Director for Personnel, or his designee, serving as permanent chairman. The Board will make its review and base its recommendation on the individual's over-all suitability for the program, as determined by the following:

- (1) Possession of basic eligibility qualifications.
- (2) Evaluation of data in applicant's official personnel folder.
- (3) Personal interview by the Board, which shall include a discussion of the individual's proposed rotation plan.
- (4) Any special reports which the Board or the Assistant Director for Personnel may request from the Director of Security, the Director of Training, or the Chief, Medical Staff.

c. Following receipt of a recommendation from the Rotation Selection Board, the Assistant Director for Personnel will make a determination as to the individual's acceptability for the program and will advise the individual of the decision. This advice will include an indication as to whether or not the



individual has been accepted, and, if rejected, whether or not the rejection is permanent or if another application may be submitted at some later date. The individual will also be given a copy of the approved rotation plan, and a schedule for its implementation.

#### 6. Rotation Plans

a. For each individual accepted into the program there shall be an approved "Rotation Plan," which shall be a blueprint of the various rotational assignments which are contemplated for the individual. These plans shall be designed on an individual basis, but shall take into account the general objective of the program to assure general familiarity with all segments of the Agency.

b. Rotation plans are developed by the Assistant Director for Personnel. However, in the course of such development, the plan proposed by the individual and/or office of assignment will be given full consideration, and the individual will have an opportunity to discuss his plan with a representative of the Assistant Director for Personnel and the Rotation Selection Board.

c. Rotation plans must meet the following minimum standards:

- (1) Must be written.
- (2) Must have the concurrence of the individual. The concurrence of OTR and SO will also be required on formal training and security aspects, respectively.
- (3) Must provide for rotation to all major components of the Agency, both operating and administrative, consistent with the over-all rotation plan.
- (4) Must reflect an over-all period of rotation of, generally, no more than five years, depending upon the length and diversity of the individual's prior CIA service. Individual assignments shall be of sufficient duration to permit both the desired indoctrination and also a period of productive work.

#### 7. Initial Indoctrination

Each individual accepted for the program shall undergo an initial period of indoctrination sufficient for the purpose of acquainting him with the objectives of the program and other matters pertaining thereto.

#### 8. Rotation Management

Individuals shall be under the general management of the Assistant Director for Personnel while participating in the program. To assure adherence to approved rotation plans and attainment of the over-all objectives of the program, the Assistant Director for Personnel will

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assure that action is taken to move participants from one assignment to another in accordance with previously approved plans. Since the success of the program depends almost entirely on this point, deviation from approved plans will be the exception rather than the rule and all exceptions will have the personal approval of the Assistant Director for Personnel.

#### 9. Periodic Evaluation of Participants

Individuals participating in the program will be evaluated on a semi-annual basis and/or upon completion of each assignment by the office to which they are currently assigned. For this purpose a special personnel evaluation report will be completed and transmitted to the Assistant Director for Personnel. Following completion of each periodic evaluation report, participants will be interviewed by a representative or by representatives of the Assistant Director for Personnel for a review of their progress. Individuals who do not demonstrate satisfactory progress, or who otherwise become disqualified, may be released from the program at any time by the Assistant Director for Personnel, who will be responsible for initiating action to terminate the Agency employment of anyone separated for reasons warranting such action. Participants may also be released from the program at their own request, with or without prejudice, as determined by the Assistant Director for Personnel.

#### 10. Promotion of Persons Participating in Program

Individuals may be promoted while actively participating in the program if, in the judgment of the Assistant Director for Personnel, promotion action is merited. In considering a participant for promotion, the Assistant Director for Personnel will give due regard to: the Agency policy on promotions including any applicable time in grade requirements; the quality of the individual's over-all performance in the program; and the recommendation of the office of current assignment.

#### 11. Completion of Program

Certificates showing satisfactory completion of their prescribed Rotation Plans will be included in the personnel folders of those individuals who successfully complete the program. At the same time their names will also be included in the Junior Executive Inventory, which will be available for the use of top Agency officials.